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Message Text

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ACTION EUR-12

INFO OCT-01 ISO-00 CIAE-00 PM-04 INR-07 L-03 ACDA-07
NSAE-00 PA-01 SS-15 PRS-01 SP-02 USIA-06 TRSE-00
SAJ-01 DODE-00 H-01 NSC-05 COME-00 EB-07 LAB-04
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LIMITED OFFICIAL USE SECTION 1 OF 2 USNATO 6740

EO 11652 N/A
TAGS AORG NATO OECD
SUBJECT NATO WORK STOPPAGE

REF (A) STATE 294755 (B) USNATO 6602 (C) 088283

1. WHILE WE APPRECIATE THE CONSIDERATIONS THAT UNDERLIE
REF A, WE BELIEVE THAT, WITH REGARD TO PUNITIVE MEASURES TO
DISCOURAGE WORK STOPPAGES, EVEN THE DISCUSSION OF SUCH MEASURES
WITH THE SECRETARY GENERAL OR MEMBERS OF HIS STAFF WOULD GENERATE
VERY STRONG REACTIONS THAT WOULD NOT BE LIKELY TO EASE
THE WAY TO RESOLVING THE CURRENT SALARY ISSUES. RATHER THEY
WOULD FURTHER CLOUD THE ATMOSPHERE HERE AT A TIME WHEN QUIET
FIRMNESS ON THE PART OF GOVERNMENTS IN SUPPORT OF
THEIR POSITION REFLECTED IN THE CCG REPORT NO. 133 IS
MOST LIKELY TO ACHIEVE THE DEPARTMENT'S DESIRED RESULT.

2. AS WE HAVE INDICATED BEFORE, SYG LUNS IS FULLY AWARE
OF THE DIFFICULT POSITION IN WHICH HE FINDS HIMSELF,
WITH ALL GOVERNMENTS DISAPPROVING OF HIS ATTITUDE
TOWARD SALARY ISSUES AND THE STAFF ASSOCIATION
DISAFFECTED AS A RESULT OF HIS INABILITY TO DELIVER
ON THEIR DEMANDS. FEELING ISOLATED, LUNS ALREADY IS
ANTAGONISTIC TOWARD ANY PERSONAL OR OFFICIAL PROPOSALS
FOR RESOLUTION OF THE MATTER, ON TERMS OTHER THAN PROPOSED
BY THE SECRETARIES GENERAL AND IS LIKELY TO BE PERSUADED TO
ACCEPT THE 133RD REPORT ONLY ON THE BASIS OF A CLEAR ALLIED
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CONSENSUS THAT HE WILL BE UNABLE TO ERODE THROUGH INTIMIDATION
OF WEAKER AMBASSADORS AND OTHER GAMBITS DESIGNED TO BUY TIME.
HENCE, IN OUR VIEW, WE SHOULD DIRECT OUR ACTIONS NOW
AT SHORING UP GENERAL ALLIED SUPPORT FOR THE 133RD

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REPORT SO THAT THE SECRETARIES GENERAL ARE CONFRONTED,
IN EFFECT, WITH NO ALTERNATIVE TO ITS ADOPTION.

3. ASSUMING THE ALLIES ARE ABLE TO ACHIEVE COUNCIL
AGREEMENT TO THE 133RD REPORT IN THE NEXT MONTH OR
SO, PERHAPS WITH THE MODIFICATIONS THAT VAN LENNEP
HAS PROPOSED, WE BELIEVE THAT WE MAY HAVE A PERIOD
OF RELATIVE CALM IN LABOR RELATIONS HERE. HOWEVER,
THE STAFF ASSOCIATION IS VERY LIKELY THEN TO
WORK TOWARD ITS ULTIMATE OBJECTIVE OF ISOLATING NATO
FROM THE CCG SO THAT COLLECTIVE BARGAINING ON WAGES
CAN TAKE PLACE IN THE CONTEXT ONLY OF THE BRUSSELS
ENVIRONMENT, WHICH STAFF ASOCIATION MEMBERS BELIEVE
WILL NET THEM SIGNIFICANT ADVANTAGES BECAUSE OF THE
HIGHER WAGES THEY CONTINUE TO EXPECT THAT THE EC
WILL PAY. WE BELIEVE WE SHOULD CONTINUE TO OPPOSE
STRONGLY SUCH A DEVELOPMENT, MAKING IT CLEAR OUR
CONTINUED INSISTENCE ON COORDINATION THROUGH THE CCG.

4. AFTER APPROVAL OF THE 133RD REPORT, WE THEN MIGHT RAISE
POSSIBLE STEPS TO HEDGE AGAINST FUTURE DISRUPTIVE STRIKES, AS SUG-
GESTED IN STATE 88283, ON WHICH WE OFFER THE FOLLOWING COMMENTS:

A. REGARDING THE POSSIBILITY OF EFFECTING A
"SIGN-IN" PROCESS, NATO CONTINUES TO PAY EMPLOYEES
DURING WORK STOPPAGES. IN THE PAST THERE HAS BEEN
DISCUSSION OF WAYS TO WITHOLD WAGES FROM THOSE
EMPLOYEES NOT WORKING DURING WORK STOPPAGES, BUT THE
UDEA HAS BEEN CONSIDERED UNWORKABLE SINCE ANY SUCH
PLAN WOULD REQUIRE (1) SUPERVISORS TO CERTIFY WHICH
EMPLOYEES DID NOT WORK, AND (2) BUDGET AND FISCAL
PERSONNEL TO TAKE THE NECESSARY ACTION TO DOCK PAY
ACCORDINGLY. SINCE BOTH SUPERVISORS AND STAFF HAVE
PARTICIPATED IN THE NATO WORK STOPPAGES, IT IS
IMPOSSIBLE TO GUARANTEE NECESSARY STEPS WOULD BE
TAKEN OR APPLIED FAIRLY AND UNIFORMLY.

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B. AT PRESENT THERE IS NO CLEAR STIPULATION
THAT EMPLOYEES MUST AGREE NOT TO STRIKE OR ENGAGE IN
WORK STOPPAGES WHEN THEY ARE APPOINTED OR THEIR
CONTRACTS RENEWED. ON ACCEPTING APPOINTMENT WITH
NATO, EACH MEMBER OF THE STAFF SIGNS A DECLARATION
THAT STATES, IN PART, HE OR SHE UNDERTAKES TO EXERCISE
THE ENTRUSTED FUNCTIONS "...WITH THE INTRESTS OF THE
ORGANIZATION ONLY IN VIEW...(AND) NOT TO
SEEK OR ACCEPT INSTRUCTION IN REGARD TO THE
PERFORMANCE OF ...DUTIES FROM ANY GOVERNMENT OR FROM
ANY AUTHORITY OTHER THAT THE ORGANIZATION/HEADQUARTERS."
DISCIPLINARY ACTION MAY BE TAKEN AGAINST A

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MEMBER OF THE STAFF WHOSE WORK OR CONDUCT IS
UNSATISFACTORY. SUCH ACTION INCLUDES POSTPONEMENT OF
A SALARER TO
REIMBURSE, EITHER IN PART ON IN FULL, ANY LOSS SUSTAINED
BY THE ORGANIZATION THROUGH THE STAFF MEMBERS' GROSS NEGLIGENCE
OR WILLFUL ACT. HOWEVER, THE ENFORCEMENT OF SUCH
PROVISIONS WOULD REQUIRE THE SUPPORT OF SUPERVISORY
AND STAFF PERSONNEL WHICH IT MAY NOT BE REALISTIC TO
EXPECT. WE ENVISAGE UNIFORM EMPLOYEE RESISTANCE AS WELL TO
PROPOSING A NEW PROCEDURE WHEREBY ALL EMPLOYEES
AGREE IN ADVANCE NOT TO GO ON STRIKE OR ENGAGE IN WORK STOPPAGES.
MOREOVER, WE WOULD ANTICIPATE GREAT DIFFICULTY IN PERSUADING
OUR ALLIES THAT SUCH A PROVISION SHOULD BE ADOPTED IN
CONTRACTS IN LIGHT OF THE FACT THAT SOME
ALLIED GOVERNMENTS PERMIT STCKES BY CIVIL SERVANTS.
WE DO NOT RULE OUT ENTIRELY, HOWEVER, THE POSSIBILITY THAT
EVENTUALLY WE MIGHT ACHIEVE CONSENSUS ON THE GROUNDS THAT
NATO HEADQUARTERS IS TOO IMPORTANT FROM AN ALLIED
SECURITY VIEWPOINT TO PERMIT INTERRUPTIONS
TO ITS SERVICESM

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C. WITH REGARD TO A SHIFT TO SECONDMENT OF
PERSONNEL, WE HAVE POINTED OUT IN EARLIER MESSAGES
THAT IT IS PROBABLY TOO LATE TO TURN BACK THE CLOCK
TO NATO'S EARLIEST DAYS WHEN ALMOST ALL NATO PERSONNEL
WERE SECONDED. THE CONCEPT OF A "PERMANENT" CORE IN THE
INTERNATIONAL STAFF, BASED ON ALMOST AUTOMATIC RENEWAL
OF CONTRACTS, HAS BECOME AN ACCEPTED WAY OF LIFE.
WE WOULD ANTICIPATE LITTLE SUPPORT FROM OTHER ALLIES
FOR CHANGING IT. THE SYG, CONSCIOUS THAT SOME
MEMBERS OF THE INTERNATIONAL STAFF ARE IN EFFECT
DENATIONALIZED AS A RESULT OF ANTOGONISM BETWEEN THEM
AND NATIONAL GOVERNMENTS, ALSO COULD BE EXPECTED TO
RESIST VIGOROUSLY ON HUMANITARIAN AND OTHER GROUNDS.
HERE AGAIN, IF THE UNITED STATES WERE TO ASSERT

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ITSELF FIRMLY, WE MIGHT ACHIEVE SOME MOVEMENT TOWARDS
REINSTITUTION OF SECONDMENT, BUT IT STILL WOULD NOT
RESOLVE THE PROBLEM OF THE LOWER B AND C GRADES,
WHERE SO MANY OF THE PERSONNEL ARE OF BELGIAN ORIGIN
AND SECONDMENT OF OTHER NATIONALITIES WOULD NOT
BE AN ATTRACTIVE OPTION.

D. A POSSIBLE ALTERNATIVE TO THE FOREGOING
WOULD BE SECONDMENT OF ALL A REPEAT A GRADE PERSONNEL,
A PRACTICE THAT WE BELIEVE WOULD INVIGORATE GREATLY
THE WORK OF NATO, AND ARRANGEMENTS FOR STAFFING THE
B AND C GRADES AS AT PRESENT WITH LOCAL HIRE PERSONNEL
WHOSE CONTRACTS CONTAIN A NO-STRIKE CLAUSE ROOTED IN
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THE MILITARY CHARACTER OF THE HEADQUARTERS.
ALSO, CONSIDERATION MIGHT BE GIVEN TO FILLING A
LARGE NUMBER OF THE CLERICAL AND GUARD POSITIONS WITH
MILITARY PERSONNEL SECONDED BY ALLIED GOVERNMENTS.
PRESUMABLE SUCH PERSONNEL COULD BE HELD ON A SHORTER
LEASH THAN CIVILIAN EQUIVALENTS.

4. WHILE, AS WE HAVE NOTED, WE DOUBT THAT, IN
THE FINAL ANALYSIS, WE WILL BE ABLE TO ACHEVE THE
DEPARTMENT'S OBJECTIVE OF ENFORCEABLE SANCTIONS AGAINST
MANIFESTATIONS BY NATO'S LABOR FORCE, WE BELIEVE
IT WOULD BE SALUTARY FOR THE US TO WEIGH IN OVER THE
NEXT FEW MONTHS WITH SOME STIFF PROPOSALS AS A MEANS
OF INDICATING TO THE INTERNATIONAL STAFF THAT IT HAS
EXCEEDED OUR LEVEL OF TOLERANCE IN SCHEDULING WORK
STOPPAGES AT THE ALLIANCE NERVE CENTER. WE WOULD
RECOMMEND AS A FIRST TACTICAL STEP THAT THE US PROPOSE A
RETURN TO FULL SECONDMENT OF ALL PERSONNEL, FOR THIS
IS THE MOST FAR-REACHING POSSIBLE PROPOSAL AND, IN THE
ENSUING PROCESS OF BARGAINING, WE MIGHT ACHIEVE THE
OBJECTIVE OF DISCOURAGING IRRESPONSIBLE LABOR BEHAVIOR
BY THE ADOPTION BY NATO OF SOME SANCTIONS. STRAUSZ-HUPE

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